

Family and Sleep Support Behaviors

Family and Sleep Support Behaviors are things you do for subordinates to help them meet their family and sleep demands and enable them to have fulfilling lives both at work and outside of work.



Emotional Support

Actions that demonstrate a subordinate is valued and their experiences are being considered by leadership.

- Publicly celebrate subordinates' family or personal successes and return from extended absences to foster unit cohesion
- Communicate genuine concern about subordinates' work/life challenges to show that you care
- Pay attention to potential sleep-related problems of your subordinates
- Express empathy, understanding, or offer assistance when a subordinate shares a personal challenge with you
- Ask open ended questions and actively listen to subordinates' responses to develop quality relationships
- Build in time for subordinates to get sufficient sleep and take care of their personal lives to remove work-related obstacles to their health
- Increase face to face contact with your subordinates to develop quality relationships



Win-Win Management

Ways of reorganizing work that benefit both the unit and the subordinate

- Ask subordinates for input on areas where work can be carried out differently, e.g. more safely, flexibly or remotely, to improve work flows and productivity
- Ask for input about how work can be organized to benefit BOTH the unit and the subordinate's family and personal priorities to improve unit effectiveness
- Think about the department as a whole and its relationship with other departments when planning how to get shared goals accomplished to streamline interdependent work processes
- Look for ways to implement subordinates' suggestions as a way to enhance engagement
- Encourage subordinates to catch up on lost sleep around missions or high work demand times
- Consider your unit's onboarding and cross training procedures, and look for ways to improve to increase subordinate readiness when beginning regular work shifts
- Consider the sleep needs of subordinates when scheduling shifts around drill weekends to reduce conflicts and improve the readiness of your subordinates
- Do your best to prevent service members from driving while sleep deprived to prevent accidents
- Consider allowing a short nap before driving home after a long shift to reduce groggy driving
- Consider providing days off after sustained operations to increase recovery and improve morale



Role Modeling

Actions that show how you are taking care of your own work-family and sleep challenges

- Share your own personal and family stories with your subordinates to increase camaraderie, and encourage others to do the same
- Share with your subordinates how seriously you take your sleep and how you view it as a critical component of your performance
- Express curiosity and ask questions about subordinates' non-work life and activities
- Make sure that you get enough sleep
- Foster an open-minded awareness about your unit's sleep health, and your subordinates' family lives, so that you can play an important role in staving off more serious problems before they arrive
- Take time off to attend to non-work matters, like a child's event, and share what you are doing with your subordinates to set a precedent that they can do the same
- Model a healthy work schedule by arriving to and leaving from work at reasonable times to set healthy boundaries between work and non-work life that your subordinates can emulate
- Avoid sending work-related emails, texts, and messages during sleep hours to support non-work recovery



Instrumental Support

Actions that help subordinates manage their relationship with the workplace and their own sleep habits

- Share information and resources about healthy sleep habits to arm your subordinates with the knowledge they need to enact positive change
- Encourage subordinates to update their availability regularly to avoid unintentional conflict
- Check in with subordinates on how well they are sleeping and make sure they are aware of available healthcare benefits and services if they need to consult with a physician
- Be as receptive as possible to your subordinates' suggestions about their own schedules and work flow to foster a sense of ownership and control - key aspects of workplace engagement
- Verbally reward subordinates who cover shifts or job responsibilities for co-workers in need to show you value their "above and beyond" contributions to unit success
- Adjust work schedules to accommodate subordinates' personal needs where appropriate to prevent stress-inducing conflict and encourage engagement
- Seek out and share existing resources and information that support family and personal needs to raise your unit's awareness of these resources
- Educate your subordinates on the negative effects of alcohol and caffeine on sleep to enable them to make informed decisions about their health
- Consider giving subordinates more control over their work schedules to help decrease stress